THE AMERICAN UNIVERSITY IN CAIRO | SCHOOL OF BUSINESS

EXECUTIVE EDUCATION

COURSE SYLLABUS

(Improving Medical Performance-IMP)

(Health care & Hospital Management Post-Graduate Diploma)

(Run # 35 – 2019-2020)

THE AMERICAN UNIVERSITY IN CAIRO

School of Business

Executive Education

Instructor Name: Dr . Mahmoud Mohamed Hassan El Damaty
E-mail Address: drdamaty@aucegypt.edu
Class Location: Falaki Academic Centre or Tahrir Main Campus
Class Time: from 05:00 pm to 09.30 pm

Course Prerequisites

- None, but following the program course sequence.

Mission Statement of Executive Education
To develop leaders capable of creating a positive impact on business results of their organizations in a growing and changing global marketplace.

Course Objectives and Learning Outcomes

Improving medical performance course (IMP) is designated to provide a framework, a context, strategies and practical tactics to understand, learn, teach and lead healthcare quality improvements.

Learning Outcomes By the end of this course, participants should be able to:
1. Acquire a good understanding of the basic concepts and techniques common to any healthcare quality initiative.
2. Describe, analyze and apply different methods of measuring, assessing and improving healthcare services in work like situations.
3. Relate their foundational knowledge to the challenges facing them in their healthcare organizations.
4. Recognize their role as change agents and raw models to their peers and a quire the skills to become effective team leaders and members in improvement projects.
5. Develop participation in the subject and realize their impact on subordinates and superiors at different organizational levels in the context of teamwork.
6. Able to consolidate their experience as well as their previous and new knowledge to improve skills, identify what they are still lacking, monitor their own progress.

Course Textbooks and other Reading Materials

- The Custom Made Pack (Required and Recommended References).
- Course material power point presentations and handouts.

Course Schedule and Topics to be covered

Date	Topic	Chapter/readings assigned for this class
Day One : Tuesday 29.10.2019 4 Hours 05.00-09.30 PM	1. Quality Definitions- Quality Aspects	1-Q solutions by NAHQ
	2. Quality Management Principles	
	3. Patients' rights- Doctors' rights- Patient/Doctor Relationship- -Hippocratic Oath	Multiple Sources
Day Two : Tuesday 05.11.2019 4 Hours 05.00-09.30 PM	4. -14 points of Deming and 14 steps of Crosby -logistics & Supply chain management	1-Quality is free by Philip Crosby
	5. -Juran Trilogy	
Day Three : Tuesday 12.11.2019 4 Hours 05.00-09.30 PM	6. -Health information management	Multiple sources
	7. Data& Statistics	
Day Four : Tuesday 19.11.2019 4 Hours 05.00-09.30 PM	8. -Change Management (Kurt Lewin Model + John Kotter Model)	1-The heart of change by John Kotter 2-Leading Change by James O'Toole
	9. Healthcare organizations as complex systems	

	10. Risk Management & Patient Safety	1-Out of crisis 2-Quality without tears 3-Quality is free
	MIDTERM EXAM	
Day Five : Tuesday 26.11.2019 4 Hours 05.00-09.30 PM	11. Anatomy of Six Sigma 12. Body of knowledge & Six Sigma Terminology	1-Juran Six Sigma
Day Six : Tuesday 03.12.2019 4 Hours 05.00-09.30 M	11. Physiology of Six Sigma: DMAIC 12. Lean Thinking in Healthcare	1-Juran Six Sigma 2- Lean Hospitals
Day Seven : Tuesday 10.12.2019 4 Hours 05.00-09.30 PM	15. Strategic Planning in Healthcare 16. -Leadership: Translating Strategic Goals into Quality Outcomes	1-Q solutions by NAHQ 2-The 5 levels of leadership, by John Maxwell 3-Strategy Safari by Henry Mintzberg
Day Eight : Tuesday 17.08.2019 6 Hours 04.00-10.30 PM	17. Final Teams Six Sigma Project presentations	
Day Eight : Tuesday 24.08.2019 2 Hours 05.00-07.00 PM	**Final Exam**	

Course Structure and Requirements:

Participants are expected to spend an average of 2 hrs of independent study and/or assignments for each classroom hour.

Unit I: Foundation, Techniques and Tools

- Historical Perspective and current Initiative.
- Priorities and competencies.
- Quality Oversight.
- Patient's Rights and Responsibilities
- Evidence-based Quality Management.
- Decision Support, Risk Management and benchmarking.

Unit II-Strategy and Leadership

- Healthcare Organizations as Complex Systems.
- Strategic Planning for Healthcare.
- Leadership: Translating Strategic Goals into Quality Outcomes.
- Aligning Culture, Structure, Staff and Rewards to Support Quality.
- Aligning information systems and financial systems to support Quality.
- Performance Assessment

Unit III-Continuous Readiness

- Context of continuous Readiness.
- Creating a culture of continuous Readiness.
- Continuous Readiness Programs.
- Failure Mode and Effect Analysis (FMEA) for Readiness.

Unit IV- Change management and Innovation

- Change Models.
- Change Management.
- Innovation and creativity.
- Spread of Change and Innovation.
- Role of Research

Unit V-Six Sigma

- Body of knowledge (Belts)
- Six sigma terminology
- DMAIC (Define, measure, analyze, improve and control)
- Six sigma project

Unit VI-Healthcare Safety Culture

- Strategic Considerations
- Operational considerations and Safety Tools

Course Grading:

Class Participations, Questions & discussions during class time	(5%)
Assignments	(20%)
Teamwork case study - small project	(5%)
Midterm	(20%)
Final exam	(20%)
Final Project	(30%)

Executive Education Attendance Policy:

A minimum attendance of 80% in each course (including absence for emergency reasons) is prerequisite to receive any of the Executive Education certificates.

Participants who arrive late or leave class early (30 minutes from the start or the end of the class) will be considered absent.

Participants who do not meet the minimum attendance requirement will not be permitted to take the final exam and will not pass the course.

Attendance is not included in the course final grade.

Attendance is monitored and recorded (on the Banner Self Service) by the course instructor.

Program Staff Members Contact Details:

Program Assistant:

Name: Alaa Mohamed

Email: tqmhc@aucegypt.edu

Tel.: +202.2797.6715

Program Officer:

Name: Ahmed Shehata

Email: Ahmed-sh@aucegypt.edu

Tel.: 2797 6828

Instructor's Biography:

Mahmoud Mohammad Hassan EL-Damaty has more than 25 years of experience in serving and managing Minstry of Health & Population (MOHP) hospitals. For 12 years, he worked as a hospital manager of Abou-Kir General Hospital and for 6 years as a general manager of Sharq El Madina Hospital which are owned by the Ministry. He has an unparalleled experience in managing and leading public sector hospitals.

Mahmoud EL-Damaty participated the following training courses: leadership development for health services leaders at High Institute of Public Health in Alexandria in collaboration between MOHP and WHO, Leadership development program at Nourthumbria University, Newcastle (UK), Hospital Management Development training Course at Nasser Institute, an international seminar about "Patient-Centered Quality in Medical Care" through the British Council in London, "Health Economics" by The Planning Department of MOH, a Flagship Training Courses by MOH and World Bank about Social Health Insurance System, Health Economics & Contracting and Payment Approaches, Training course in Tobacco Cessation at St. George's University of London through WHO and Hospital Management Training Course in Singapore.

Throughout his professional life, he has been awarded distinguished rewards for his outstanding contribution to the healthcare. In 2001 he won the medal of occupational safety from the Ministry of Manpower and in 2002 he was awarded the cup of population and development strategic project. In 2003, El-Damaty was granted the medal of Excellency from Al-Gomhoria Press and the "ideal personality" award by the Egyptian Medical Syndicate.

He coordinated the WHO Healthy City and Healthy Hospital Project from 1999 till 2002 through WHO. Additionally, he contributed to establishing and testing of the Hospital Accreditation Standards through the Quality Improvement Department, MOH, 2002 and to establishing the National Infection Control Program (NICP). Besides, Mahmoud EL-Damaty participated as a speaker in the consultation meeting about Healthy City and Healthy Hospital initiative at Isfahan (Iran) in 2000 through WHO. In addition, he cooperated in the main panel discussion of Egyptian Society of Surgeons about "Patient Safety" in 2007 and in the Second International Patient Safety Congress held in Antalya Turkey in 2008. El-Damaty was also engaged as a WHO temporary advisor in the regional technical meeting on "The Global Patient Safety Challenge" in 2009 and in the regional technical meeting on "The Application of Surgical Safety Check list " held in Amman, Jordon in 2009. Mahmoud EL-Damaty contributed as a member of The National Nursing Consultation Committee of MOH and the National Engineering Committee for Hospital Building Coding. Added to the previously mentioned activities, he is also an Egyptian Instructor for Harvard & Leadership Academy Programs of MOHP. Currently, he works for AUC Management Center as an instructor for Health care & Hospital Management as well as Health care Total Quality Management Diplomas.

He originally graduated from Faculty of Medicine at Alexandria University and holds a master degree in Surgery from the same university. Also, El-Damaty holds a Health Care & Hospital Management Diploma from the American University Cairo (AUC), a Total Quality Management Healthcare postgraduate diploma from AUC, and a scholarship in financial transparency for healthcare organizations and corporate governance from Management Center Innsbruck (Austria).

Contact information:

Home: 03/58 23 718 Mobile: 01222 850 959 Email: drdamaty@aucegypt.edu